SYNOPSIS

Emotional Intelligence and Emotional Exhaustion as determinants of Emotional Labor: A study of service sector of MP

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Emotional Intelligence and Emotional Exhaustion as determinants of Emotional Labor": A study of service sector

INTRODUCTION

The service sector, characterized by its direct interaction with customers, has become a significant part of the global economy. This sector, which includes industries such as hospitality, healthcare, retail, and customer service, is unique in its reliance on the emotional component of work. Employees in these industries are often required to manage their emotions to meet the expectations of their roles, a process known as emotional labor. This process is not merely about suppressing negative emotions or expressing positive ones; it involves a complex interplay of emotional regulation strategies to meet organizational expectations and deliver high-quality service. While emotional labor can enhance service quality and customer satisfaction, it can also lead to emotional exhaustion if not properly managed, underscoring the need for a deeper understanding of the determinants of emotional labor and its impact on employees.

Emotional labor, a term coined by sociologist Arlie Hochschild in her seminal work "The Managed Heart" (1983), refers to the process of management of one's emotions to conform to organizational or occupational expectations. It involves two main strategies: surface acting, which involves "modifying one's external expressions without changing the underlying feelings, and deep acting, which involves "trying to align one's internal feelings with the emotions they are expected to display". These strategies can have significant implications for employees' psychological well-being and job performance. While surface acting results in emotional dissonance, a state of conflict between felt and displayed emotions, and contribute to emotional exhaustion, deep acting is generally considered more authentic and less psychologically taxing, leading to greater job satisfaction and improved service quality. emotional intelligence and emotional exhaustion are two key factors that have been identified in the literature as significant determinants of emotional labor. "Emotional intelligence", defined by Salovey and Mayer (1990) as "the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions, can facilitate the performance of emotional labor by promoting deep acting". This skill to gauge and manage emotions effectively can help employees navigate the emotional demands of their job, leading to more authentic emotional displays and improved service quality. On the other hand, emotional exhaustion, a state of feeling emotionally overextended and drained, can hinder the performance of emotional labor by promoting surface acting. This state of emotional depletion can lead to decreased job satisfaction, increased turnover intentions, and negative health outcomes, highlighting the importance of managing emotional exhaustion in the service sector.

Despite the theoretical links between these variables, empirical research examining the interplay between "emotional intelligence", "emotional exhaustion", and emotional labor in the service sector is limited.

Moreover, the mechanisms through which emotional intelligence and emotional exhaustion influence emotional labor, and the potential moderating or mediating factors, remain largely unexplored. This gap in the literature underscores the need for more comprehensive research in this area. This study aims to fill this gap in the literature by empirically examining the relationships between "emotional intelligence", "emotional exhaustion", and emotional labor in the service sector. It seeks to provide a more nuanced understanding of the emotional dynamics in the service sector and the factors that influence the performance of emotional labor. The findings of this study can inform strategies to enhance emotional intelligence and manage emotional exhaustion among service sector employees, thereby improving their ability to perform emotional labor and enhancing service quality.

CONCEPTUAL FRAMEWORK

Emotional Intelligence

Emotional intelligence (EI) is a multifaceted construct that has gained significant attention in psychological research over the past few decades. It was first introduced by Salovey and Mayer (1990) who defined it as "the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions". This definition emphasizes the cognitive aspects of emotion, highlighting the role of emotions in facilitating thought and decision-making processes (Psychology Today Staff, 2019).

"Emotional intelligence is often divided into four main components: self-awareness, self-management, social awareness, and relationship management". Self-awareness refers to "the ability to recognize and understand one's own emotions, while self-management involves the ability to regulate and control these emotions". Social awareness, on the other hand, "involves the ability to understand and empathize with the emotions of others, and relationship management refers to the ability to manage and navigate social interactions and relationships effectively" (Serrat and Serrat, 2017).

Emotional Intelligence is said to act as an integral part in various parts of life. This includes personal well-being, interpersonal relationships, and professional success. In the context of the workplace, particularly in the service sector, emotional intelligence is of paramount importance. Employees with high emotional intelligence are often better at understanding and meeting the emotional needs of their customers, leading to improved customer satisfaction and loyalty (Mind Tools, 2023). Moreover, these individuals are also more often indulge in deep acting, expressing genuine emotions that align with their internal feelings, which can lead to greater job satisfaction and reduced "emotional exhaustion". However, "it's important to note that emotional intelligence is not a fixed trait, but rather a set of skills that can be developed and improved over time". Therefore, organizations can invest in training and development programs to enhance the emotional intelligence of their employees, thereby improving their ability to perform emotional labor and enhancing overall organizational performance (Ackley, 2016).

Emotional Exhaustion

emotional exhaustion is a critical concept in the study of occupational stress and burnout. It is characterized by a state of feeling emotionally drained, depleted, and worn out due to excessive psychological and emotional demands at work. Maslach and Jackson (1981) identified emotional exhaustion as a key dimension of burnout, which also includes depersonalization and reduced personal accomplishment. In the context of the service sector, emotional exhaustion is particularly prevalent due to the high emotional labor demands of these roles. Employees are often required to manage their emotions to meet organizational expectations, which can involve suppressing genuine emotions and displaying inauthentic ones, a process known as surface acting (Brady et al., 2020). Over time, this can lead to a discrepancy between felt and displayed emotions, resulting in emotional dissonance, which is a significant contributor to “emotional exhaustion”.

emotional exhaustion has numerous detrimental effects on both individuals and organizations. At the individual level, it can lead to decreased job satisfaction, increased turnover intentions, and negative health outcomes, including depression, anxiety, and physical illness. At the organizational level, it can result in decreased productivity, increased absenteeism, and poor customer service. However, it's important to note that emotional exhaustion is not inevitable. Research has shown that emotional intelligence can serve as a protective factor against “emotional exhaustion”. Individuals with high emotional intelligence are good at understanding and managing their emotions, which can help them navigate the emotional demands of their job more effectively (Arens and Morin, 2016). Moreover, organizational interventions, such as providing social support, improving job design, and promoting work-life balance, can also help mitigate the risk of “emotional exhaustion”.

Emotional Labor

Emotional labor, a term introduced by sociologist Arlie Hochschild in her seminal work "The Managed Heart" (1983), refers to “the process of managing one's emotions to conform to organizational or occupational expectations”. It is particularly prevalent in the service sector, where employees are often expected to display certain emotions as part of their job role, such as friendliness in customer service or empathy in healthcare. “Emotional labor involves two main strategies: surface acting and deep acting”. Surface acting involves “modifying one's external expressions without changing the underlying feelings, essentially putting on a "mask" to display the expected emotions”. This can lead to emotional dissonance, a state of conflict between felt and displayed emotions, which can contribute to emotional exhaustion and burnout (Arnold et al., 2015). On the other hand, deep acting involves trying to align one's internal feelings with the emotions they are expected to display, akin to an actor getting into character. This strategy is generally considered more authentic and less psychologically taxing, as it “reduces the discrepancy between felt and displayed emotions” (Jeung et al., 2018).

However, both forms of emotional labor can have significant implications for individuals and organizations. While it can enhance customer satisfaction and service quality, it can also lead to “emotional exhaustion”, decreased job satisfaction, and increased turnover intentions if not properly managed. The role of emotional intelligence in emotional labor is crucial. Individuals with “high emotional intelligence are better able to understand and manage their emotions, which can facilitate deep acting and reduce the reliance on surface

acting" (Grandey and Gabriel, 2015). Moreover, they are more likely to perceive emotional labor as a challenge rather than a threat, which can mitigate its negative effects.

Review of Literature

The article titled "Dimensions, Antecedents, and Consequences of emotional labor " by (Karimi et al., 2020) presents a comprehensive examination of emotional labor, which involves managing emotions and expressions to meet job requirements. The researchers identify three aspects of emotional labor: surface acting, deep acting, and expressing naturally felt emotions. Surface acting entails concealing true emotions and displaying emotions that aren't genuinely experienced. Deep acting, on the other hand, involves attempting to adjust one's feelings to align with the expected emotions. The expression of naturally felt emotions occurs when an individual's genuine emotions correspond with the job's expected emotions. The paper also explores various factors that influence emotional labor, including job demands, role ambiguity, and social support. These factors can affect the level of emotional labor an individual engages in. The article discusses the outcomes of emotional labor in terms of both positive and negative effects. While emotional labor can contribute to job satisfaction and improved performance, it can also lead to emotional exhaustion and job stress. The authors suggest that organizations should consider these factors when designing jobs and training programs to minimize the potential negative consequences of emotional labor. They also highlight the importance of future research to gain a deeper understanding of the complexities surrounding emotional labor.

The research conducted by (Afal et al., 2020) investigates the association between emotional intelligence (EI), emotional labor, counterproductive work behavior (CWB), and organizational citizenship behavior (OCB), using emotional labor theory as a framework. This cross-sectional quantitative study utilized questionnaires to collect data from 315 hospital employees, and "Partial Least Squares Structural Equation Modeling" (PLS-SEM) was employed for data analysis. The results reveal significant connections between EI and emotional labor, as well as between OCB and CWB. The study emphasizes the significance of EI skills in fostering positive work outcomes. It highlights the importance for organizations to understand how employees employ emotional labor strategies, such as deep acting and surface acting, when interacting with clients and other members within the organization. This comprehension can help mitigate CWB and encourage OCB. The research contributes significantly to the existing literature on emotional labor and workplace behavior, offering valuable insights into the interplay between EI, emotional labor, and employee behavior within an organization. The findings have particular relevance for human resource management strategies aimed at improving organizational effectiveness by addressing CWB and promoting OCB.

The research conducted by (Rafiq et al., 2020) examines the intricate connection between emotional labor, cultural intelligence, and emotional exhaustion in their paper titled emotional labor and its association with emotional exhaustion through cultural intelligence." emotional labor, which refers to the effort exerted to manage emotions in order to meet job expectations, is a significant factor in numerous professions. The study

suggests that engaging in emotional labor can lead to "emotional exhaustion", a state characterized by feeling emotionally drained and depleted. However, the research introduces the concept of cultural intelligence as a moderating factor in this relationship. Cultural intelligence pertains to an individual's ability to comprehend, interpret, and effectively function in culturally diverse situations. The paper proposes that individuals with high levels of cultural intelligence are better equipped to handle the demands of emotional labor, thereby reducing the likelihood of experiencing "emotional exhaustion". The findings of the study emphasize the importance of cultural intelligence in the workplace, particularly in roles that require substantial emotional labor. It suggests that nurturing cultural intelligence can be a strategic approach to mitigate the adverse effects of emotional labor and prevent emotional exhaustion among employees. This research adds a new perspective to our understanding of workplace stress and provides valuable insights for organizations seeking to enhance employee well-being.

The research paper authored by (Goswami and Mahanta, 2021) provides a comprehensive examination of the influence of emotional intelligence (EI) on job performance, investigating its potential as a predictor of performance. The study involved surveying 400 employees from three service sectors in Guwahati, Assam. EI was measured using a standardized 22-item test, while employee performance was evaluated based on supervisory ratings. The findings revealed that EI is a significant predictor of workplace performance, accounting for up to 35% of the variation in performance. The study further identified that the correlation between EI and job performance was particularly strong in job roles that required high emotional labor, had high autonomy, or involved sales positions. These findings have important implications for HR managers and policymakers. They emphasize the critical role of EI in the successful performance of employees in managerial positions with high autonomy and frontline service roles that entail substantial emotional labor. The study suggests that providing EI training can be valuable in helping employees effectively manage emotional labor and stress, which may potentially reduce turnover rates. Overall, this research makes a valuable contribution to the existing literature on emotional intelligence in the workplace, enhancing our understanding of its impact on job performance.

The research, referenced by (Zhang et al., 2022), examines the impact of environmental and individual factors on teacher burnout, with a specific focus on clan culture, emotional labor, and gender. The study, conducted with a sample of 467 Chinese primary and secondary schoolteachers, reveals a negative relationship between clan culture and teacher burnout. Furthermore, it finds that 'deep acting' acts as a mediating factor between clan culture and teacher burnout, while 'surface acting' does not play a similar role. Importantly, the study identifies that the mediating effect of deep acting is significantly relevant only within the female teacher group, not among male teachers. These findings provide fresh insights into the intricate dynamics of teacher burnout. By emphasizing the importance of school culture, particularly clan culture, and gender in comprehending and addressing teacher burnout, this study offers potential strategies for school administrators. Specifically, it suggests that fostering a strong clan culture and providing tailored support to female teachers could be beneficial

in reducing burnout. Ultimately, this research contributes to a more nuanced understanding of teacher burnout, presenting opportunities for future research and interventions in this area.

The article titled "The impact of emotional labor on work engagement and boundary spanner creativity" by (Yoo and Jeong, 2017), published in the Asia Pacific Journal of Innovation and Entrepreneurship, examines how emotional labor affects work engagement and creativity in boundary-spanning roles, specifically focusing on salespeople. The authors utilize the job demands-resources model to investigate the influence of two types of emotional labor, deep acting and surface acting, on work engagement. The research findings indicate that deep acting has a positive impact on work engagement, while surface acting has a negative impact. This suggests that the way salespeople manage their emotions significantly influences their level of engagement at work. Additionally, the study reveals a positive relationship between work engagement and boundary spanner creativity, which refers to the ability to generate new ideas and take visible actions during task performance. The authors introduce the concepts of customer stewardship and entrepreneurship as moderating factors. They find that customer stewardship positively moderates the effect of deep acting on work engagement, while negatively moderating the effect of surface acting on work engagement. Furthermore, the study suggests that entrepreneurship positively moderates the relationship between work engagement and boundary spanner creativity. The paper concludes by emphasizing the importance of maintaining customer interaction and developing appropriate entrepreneurial strategies for salespeople to foster a positive organizational culture and enhance performance. This research contributes to the understanding of how personal characteristics of sales employees and their emotional labor intersect and influence work outcomes.

As per the study conducted by Yeh et al. (2020), emotional labor has a detrimental impact on both job performance and job satisfaction. The study aimed to explore the moderating effects of personality factors and the mediating influence of sleep problems. The researchers employed scales to measure emotional labor, sleep quality, personality traits, and job satisfaction in a time-lagged investigation involving 864 healthcare professionals. Information regarding job performance was obtained from human resources records. The findings indicate that sleep problems fully moderate the relationship between surface acting and job performance, while partially mediating the association between surface acting and job satisfaction. The study further revealed that certain personality traits serve as moderators between surface acting and sleep problems. Individuals with low agreeableness and high neuroticism were more adversely affected. However, individuals with low extraversion exhibited a stronger correlation between high levels of deep acting and low levels of sleep problems. The research suggests the provision of comprehensive training in deep acting to enhance emotional regulation and provides supervisors with valuable insights into managing emotional labor in the workplace (Schroeder, 2021). Overall, this study contributes significant insights into how personality traits, sleep problems, and emotional labor interact to impact job performance and job satisfaction.

RATIONALE

The service sector, characterized by its direct interaction with customers, places a significant emphasis on the emotional component of work. Employees are often required to manage their emotions to meet the expectations of their roles, a process known as emotional labor. While emotional labor can enhance service quality and customer satisfaction, it can also lead to emotional exhaustion if not properly managed. Therefore, understanding the determinants of emotional labor and its impact on employees is crucial for promoting employee well-being and organizational effectiveness.

emotional intelligence and emotional exhaustion are two key factors that have been identified in the literature as significant determinants of emotional labor. “Emotional intelligence”, the ability to perceive, understand, manage, and use emotions effectively, can facilitate the performance of emotional labor by promoting deep acting, or the expression of genuinely felt emotions. On the other hand, “emotional exhaustion”, a state of feeling emotionally overextended and drained, can hinder the performance of emotional labor by promoting surface acting, or the suppression of genuine emotions and display of inauthentic ones. Despite the theoretical links between these variables, empirical research examining the interplay between “emotional intelligence”, “emotional exhaustion”, and emotional labor in the service sector is limited. Moreover, the mechanisms through which emotional intelligence and emotional exhaustion influence emotional labor, and the potential moderating or mediating factors, remain largely unexplored.

This study aims to fill this gap in the literature by empirically examining the relationships between “emotional intelligence”, “emotional exhaustion”, and emotional labor in the service sector. It seeks to provide a more nuanced understanding of the emotional dynamics in the service sector and the factors that influence the performance of emotional labor. The findings of this study can inform strategies to enhance emotional intelligence and manage emotional exhaustion among service sector employees, thereby improving their ability to perform emotional labor and enhancing service quality. Therefore, the rationale for this study lies in its potential to contribute to the understanding of emotional labor in the service sector and inform practical strategies to promote employee well-being and organizational effectiveness. It is hoped that this study will stimulate further research in this important area and contribute to the development of a more comprehensive and nuanced understanding of emotional labor.

OBJECTIVES OF THE STUDY

- To study the impact of emotional intelligence on emotional labor.
- To study the impact of emotional exhaustion on emotional labor.
- To study the interactive effect of emotional intelligence and emotional exhaustion on emotional labor.
- To broaden the scope of research and develop a base for applying the results into practice in terms of the study’s ramifications.

RESEARCH METHOD

The Study:

The present study is exploratory research.

The Sample:

The sample of the study will comprise of 500 respondents from employees working in the service sector from Madhya Pradesh.

The Design

a) Independent Variables:

i. Emotional Intelligence

ii. Emotional Exhaustion

b) Dependent Variable

i. Emotional Labor

Emotional Intelligence

Emotional Exhaustion	High Low	
High	A	B
Low	C	D

Quadrants represented in 2x2 Matrix Design.

Quadrant A: emotional labor scores of employees with High emotional intelligence and High emotional exhaustion

Quadrant B: emotional labor scores of employees with Low emotional intelligence and High emotional exhaustion

Quadrant C: emotional labor scores of employees with High emotional intelligence and Low emotional exhaustion

Quadrant D: emotional labor scores of employees with Low emotional intelligence and Low emotional exhaustion

Hypotheses

Based on review of literature and past studies, the following hypotheses are formulated for this study through empirical investigation.

H_{01}: There is no significant impact of emotional intelligence on emotional labor of employees.

H_{02}: There is no significant impact of emotional exhaustion on emotional labor of employees.

H_{03}: There is no significant interactive effect of emotional intelligence and emotional exhaustion on the emotional labor of employees.

The Tools

For Independent Variables

I. Tools used for Data Collection

a) ***Emotional Intelligence:*** Standardized scale proposed by Schutte et al., (1998). It is called the emotional intelligence Scale.

b) ***Emotional Exhaustion:*** Standardized scale proposed by Maslach, (1982) will be used to measure "emotional exhaustion". It is called the MBI-GS scale.

For Dependent Variable:

a) Emotional Labor: The data for this study will be mainly collected through survey method. A well-structured and close ended questionnaire proposed by (Brotheridge & Lee, 2003) will be used to measure emotional labor. It is called the emotional labor Scale (ELS).

II. Tools for Data Analysis:

The analysis of collected data was carried out using MS Excel and Statistical Package for Social Science. The t-test will be applied to test the inter-cell differences between independent and dependent variable. Two Way ANOVA test will be applied to find the interactive impact of emotional intelligence and emotional exhaustion on emotional labor.

EXPECTED OUTCOME

The study titled "Emotional Intelligence and Emotional Exhaustion as Determinants of Emotional Labor: A Study of the Service Sector in MP" sheds light on the important implications of emotional intelligence and emotional exhaustion on the emotional labor experienced by individuals working in the service sector in Madhya Pradesh (MP).

Firstly, the findings of the study contribute to the understanding of emotional intelligence role in emotional labor. emotional intelligence refers to the ability to perceive, understand, and manage emotions effectively. The study suggests that individuals with higher emotional intelligence are better equipped to handle the emotional demands of their job, resulting in reduced "emotional exhaustion". This implies that organizations should consider incorporating emotional intelligence training programs for their employees, as it can potentially

enhance their ability to manage emotions and decrease “emotional exhaustion”. Secondly, the study shall highlight the detrimental effects of emotional exhaustion on emotional labor. “Emotional exhaustion”, a state of feeling drained or depleted due to excessive emotional demands, can negatively impact the quality of service provided by employees. The study emphasizes the need for organizations to recognize and address emotional exhaustion among their employees to ensure their well-being and overall job performance.

Moreover, the study's focus on the service sector in Madhya Pradesh provides valuable insights specific to this region. It highlights the unique challenges faced by service sector employees in MP and emphasizes the importance of considering local context while designing interventions to enhance emotional intelligence and mitigate “emotional exhaustion”. Overall, this study emphasizes the significance of emotional intelligence in managing emotional labor and the detrimental consequences of “emotional exhaustion”. The findings call for attention from both researchers and practitioners to develop strategies and interventions that promote emotional well-being, enhance “emotional intelligence”, and effectively manage emotional labor in the service sector.

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PROPOSED CHAPTER OUTLINE

Chapter 1: CONCEPTUAL FRAMEWORK

Chapter 2: REVIEW OF LITERATURE

Chapter 3: RESEARCH METHOD

Chapter 4: RESULTS

Chapter 5: DISCUSSIONS

Chapter 6: SUMMARY, CONCLUSION AND SUGGESTIONS

Chapter 7: IMPLICATIONS

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APPENDICES

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SYNOPSIS

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Emotional Intelligence and Emotional Exhaustion as determinants of Emotional Labor": A study of service sector INTRODUCTION

The service sector, characterized by its direct interaction with customers, has become a significant part of the global economy. This sector, which includes industries such as hospita retail, and customer service, is unique in its reliance on the emotional component of work. Employees in these industries are often required to manage their emotions to meet the ex their roles, a process known as emotional labor. This process is not merely about suppressing negative emotions or expressing positive ones; it involves a complex interplay of emoti strategies to meet organizational expectations and deliver high-quality service. While emotional labor can enhance service quality and customer satisfaction, it can also lead to emot if not properly managed, underscoring the need for a deeper understanding of the determinants of emotional labor and its impact on employees.

Emotional labor, a term coined by sociologist Arlie Hochschild in her seminal work "The Managed Heart" (1983), refers to the process of management of one's emotions to conform or occupational expectations. It involves two main strategies: surface acting, which involves “modifying one's external expressions without changing the underlying feelings, and dee involves “trying to align one's internal feelings with the emotions they are expected to display”. These strategies can have significant implications for employees' psychological well-b performance. While surface acting results in emotional dissonance, a state of conflict between felt and displayed emotions, and contribute to emotional exhaustion, deep acting is g considered more authentic and less psychologically taxing, leading to greater job satisfaction and improved service quality. emotional intelligence and emotional exhaustion are two have been identified in the literature as significant determinants of emotional labor. “Emotional intelligence”, defined by Salovey and Mayer (1990) as “the ability to monitor one's own feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions, can facilitate the performance of emotional labor by promoting This skill to gauge and manage emotions effectively can help employees navigate the emotional demands of their job, leading to more authentic emotional displays and improved se the

other hand, emotional exhaustion, a state of feeling emotionally overextended and drained, can hinder the performance of emotional labor by promoting surface acting. This sta depletion can lead to decreased job satisfaction, increased turnover intentions, and negative health outcomes, highlighting the importance of managing emotional exhaustion in the Despite the theoretical links between these variables, empirical research examining the interplay between “emotional intelligence”, “emotional exhaustion”, and emotional labor in th is limited. Moreover, the mechanisms through which emotional intelligence and emotional exhaustion influence emotional labor, and the potential moderating or mediating factors, unexplored. This gap in the literature underscores the need for more comprehensive research in this area. This study aims to fill this gap in the literature by empirically examining the between “emotional intelligence”, “emotional exhaustion”, and emotional labor in the service sector. It seeks to provide a more nuanced understanding of the emotional dynamics in sector and the factors that influence the performance of emotional labor. The findings of this study can inform strategies to enhance emotional intelligence and manage emotional among service sector employees, thereby improving their ability to perform emotional labor and enhancing service quality. CONCEPTUAL FRAMEWORK Emotional Intelligence

Emotional intelligence (EI) is a multifaceted construct that has gained significant attention in psychological research over the past few decades. It was first introduced by Salovey and who defined it as “the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions”. T emphasizes the cognitive aspects of emotion, highlighting the role of emotions in facilitating thought and decision-making processes (Psychology Today Staff, 2019).

“Emotional intelligence is often divided into four main components: self-awareness, self-management, social awareness, and relationship management”. Self-awareness refers to “th recognize and understand one's own emotions, while self-management involves the ability to regulate and control these emotions”. Social awareness, on the other hand, “involves t understand and empathize with the emotions of others, and relationship management refers to the ability to manage and navigate social interactions and relationships effectively” (S 2017).

Emotional Intelligence is said to act as an integral part in various parts of life. This includes personal well-being, interpersonal relationships, and professional success. In the context o particularly in the service sector, emotional intelligence is of paramount importance. Employees with high emotional intelligence are often better at understanding and meeting the of their customers, leading to improved customer satisfaction and loyalty (Mind Tools, 2023). Moreover, these individuals are also more often indulge in deep acting, expressing genu that align with their internal feelings, which can lead to greater job satisfaction and reduced “emotional exhaustion”. However, “it's important to note that emotional intelligence is no rather a set of skills that can be developed and improved over time”. Therefore, organizations can invest in training and development programs to enhance the emotional intelligenc employees, thereby improving their ability to perform emotional labor and enhancing overall organizational performance (Ackley, 2016). Emotional Exhaustion

emotional exhaustion is a critical concept in the study of occupational stress and burnout. It is characterized by a state of feeling emotionally drained, depleted, and worn out due to psychological and emotional demands at work. Maslach and Jackson (1981) identified emotional exhaustion as a key dimension of burnout, which also includes depersonalization an personal accomplishment. In the context of the service sector, emotional exhaustion is particularly prevalent due to the high emotional labor demands of these roles. Employees are to manage their emotions to meet organizational expectations, which can involve suppressing genuine emotions and displaying inauthentic ones, a process known as surface acting 2020). Over time, this can lead to a discrepancy between felt and displayed emotions, resulting in emotional dissonance, which is a significant contributor to “emotional exhaustion”

emotional exhaustion has numerous detrimental effects on both individuals and organizations. At the individual level, it can lead to decreased job satisfaction, increased turnover inte

negative health outcomes, including depression, anxiety, and physical illness. At the organizational level, it can result in decreased productivity, increased absenteeism, and poor cust

However, it's important to note that emotional exhaustion is not inevitable. Research has shown that emotional intelligence can serve as a protective factor against “emotional exhau

Individuals with high emotional intelligence are good at understanding and managing their emotions, which can help them navigate the emotional demands of their job more effect

Morin, 2016). Moreover, organizational interventions, such as providing social support, improving job design, and promoting work-life balance, can also help mitigate the risk of “emo

exhaustion”.

Emotional Labor

Emotional labor, a term introduced by sociologist Arlie Hochschild in her seminal work "The Managed Heart" (1983), refers to “the process of managing one's emotions to conform t or occupational expectations”. It is particularly prevalent in the service sector, where employees are often expected to display certain emotions as part of their job role, such as friend customer service or empathy in healthcare. “Emotional labor involves two main strategies: surface acting and deep acting”. Surface acting involves “modifying one's external express changing the underlying feelings, essentially putting on a "mask" to display the expected emotions”. This can lead to emotional dissonance, a state of conflict between felt and displa which can contribute to emotional exhaustion and burnout (Arnold et al., 2015). On the other hand, deep acting involves trying to align one's internal feelings with the emotions they display, akin to an actor getting into character. This strategy is generally considered more authentic and less psychologically taxing, as it “reduces the discrepancy between felt and d emotions” (Jeung et al., 2018).

However, both forms of emotional labor can have significant implications for individuals and organizations. While it can enhance customer satisfaction and service quality, it can also “emotional exhaustion”, decreased job satisfaction, and increased turnover intentions if not properly managed. The role of emotional intelligence in emotional labor is crucial. Individ emotional intelligence are better able to understand and manage their emotions, which can facilitate deep acting and reduce the reliance on surface acting” (Grandey and Gabriel, 2 they are more likely to perceive emotional labor as a challenge rather than a threat, which can mitigate its negative effects. Review of Literature

The article titled "Dimensions, Antecedents, and Consequences of emotional labor " by (Karimi et al., 2020) presents a comprehensive examination of emotional labor, which involve emotions and expressions to meet job requirements. The researchers identify three aspects of emotional labor: surface acting, deep acting, and expressing naturally felt emotions. S entails concealing true emotions and displaying emotions that aren't genuinely experienced. Deep acting, on the other hand, involves attempting to adjust one's feelings to align wit emotions. The expression of naturally felt emotions occurs when an individual's genuine emotions correspond with the job's expected emotions. The paper also explores various fac influence emotional labor, including job demands, role ambiguity, and social support. These factors can affect the level of emotional labor an individual engages in. The article discus outcomes of emotional labor in terms of both positive and negative effects. While emotional labor can contribute to job satisfaction and improved performance, it can also lead to e exhaustion and job stress. The authors suggest that organizations should consider these factors when designing jobs and training programs to minimize the potential negative conse emotional labor. They also highlight the importance of future research to gain a deeper understanding of the complexities surrounding emotional labor.

The research conducted by (Afal et al., 2020) investigates the association between emotional intelligence (EI), emotional labor, counterproductive work behavior (CWB), and organiz citizenship behavior (OCB), using emotional labor theory as a framework. This cross-sectional quantitative study utilized questionnaires to collect data from 315 hospital employees, Squares Structural Equation Modeling” (PLS-SEM) was employed for data analysis. The results reveal significant connections between EI and emotional labor, as well as between OCB study emphasizes the significance of EI skills in fostering positive work outcomes. It highlights the importance for organizations to understand how employees employ emotional lab such as deep acting and surface acting, when interacting with clients and other members within the organization. This comprehension can help mitigate CWB and encourage OCB. contributes significantly to the existing literature on emotional labor and workplace behavior, offering valuable insights into the interplay between EI, emotional labor, and employee an organization. The findings have particular relevance for human resource management strategies aimed at improving organizational effectiveness by addressing CWB and promoti The research conducted by (Rafiq et al., 2020) examines the intricate connection betwe en emotional labor, cultural intelligence, and emotional exhaustion in their paper titled emoti association with emotional exhaustion through cultural intelligence." emotional labor, which refers to the effort exerted to manage emotions in order to meet job expectations, is a s in numerous professions. The study suggests that engaging in emotional labor can lead to “emotional exhaustion”, a state characterized by feeling emotionally drained and depleted research introduces the concept of cultural intelligence as a moderating factor in this relationship. Cultural intelligence pertains to an individual's ability to comprehend, interpret, an function in culturally diverse situations. The paper proposes that individuals with high levels of cultural intelligence are better equipped to handle the demands of emotional labor, th the likelihood of experiencing “emotional exhaustion”. The findings of the study emphasize the importance of cultural intelligence in the workplace, particularly in roles that require s emotional labor. It suggests that nurturing cultural intelligence can be a strategic approach to mitigate the adverse effects of emotional labor and prevent emotional exhaustion amo This research adds a new perspective to our understanding of workplace stress and provides valuable insights for organizations seeking to enhance employee well-being.

The research paper authored by (Goswami and Mahanta, 2021) provides a comprehensive examination of the influence of emotional intelligence (EI) on job performance, investigati a predictor of performance. The study involved surveying 400 employees from three service sectors in Guwahati, Assam. EI was measured using a standardized 22-item test, while e performance was evaluated based on supervisory ratings. The findings revealed that EI is a significant predictor of workplace performance, accounting for up to 35% of the variation The study further identified that the correlation between EI and job performance was particularly strong in job roles that required high emotional labor, had high autonomy, or involv positions. These findings have important implications for HR managers and policymakers. They emphasize the critical role of EI in the successful performance of employees in mana with high autonomy and frontline service roles that entail substantial emotional labor. The study suggests that providing EI training can be valuable in helping employees effectively m emotional labor and stress, which may potentially reduce turnover rates. Overall, this research makes a valuable contribution to the existing literature on emotional intelligence in the enhancing our understanding of its impact on job performance.

The research, referenced by (Zhang et al., 2022), examines the impact of environmental and individual factors on teacher burnout, with a specific focus on clan culture, emotional la The study, conducted with a sample of 467 Chinese primary and secondary schoolteachers, reveals a negative relationship between clan culture and teacher burnout. Furthermore, acting' acts as a mediating factor between clan culture and teacher burnout, while 'surface acting' does not play a similar role. Importantly, the study identifies that the mediating effe acting is significantly relevant only within the female teacher group, not among male teachers. These findings provide fresh insights into the intricate dynamics of teacher burnout. B the importance of school culture, particularly clan culture, and gender in comprehending and addressing teacher burnout, this study offers potential strategies for school administra it suggests that fostering a strong clan culture and providing tailored support to female teachers could be beneficial in reducing burnout. Ultimately, this research contributes to a mo understanding of teacher burnout, presenting opportunities for future research and interventions in this area.

The article titled "The impact of emotional labor on work engagement and boundary spanner creativity" by (Yoo and Jeong, 2017), published in the Asia Pacific Journal of Innovation Entrepreneurship, examines how emotional labor affects work engagement and creativity in boundary-spanning roles, specifically focusing on salespeople. The authors utilize the jo resources model to investigate the influence of two types of emotional labor, deep acting and surface acting, on work engagement. The research findings indicate that deep acting h impact on work engagement, while surface acting has a negative impact. This suggests that the way salespeople manage their emotions significantly influences their level of engage Additionally, the study reveals a positive relationship between work engagement and boundary spanner creativity, which refers to the ability to generate new ideas and take visible ac performance. The authors introduce the concepts of customer stewardship and entrepreneurship as moderating factors. They find that customer stewardship positively moderates t acting on work engagement, while negatively moderating the effect of surface acting on work engagement. Furthermore, the study suggests that entrepreneurship positively moder relationship between work engagement and boundary spanner creativity. The paper concludes by emphasizing the importance of maintaining customer interaction and developing entrepreneurial strategies for salespeople to foster a positive organizational culture and enhance performance. This research contributes to the understanding of how personal chara sales employees and their emotional labor intersect and influence work outcomes.

As per the study conducted by Yeh et al. (2020), emotional labor has a detrimental impact on both job performance and job satisfaction. The study aimed to explore the moderating personality factors and the mediating influence of sleep problems. The researchers employed scales to measure emotional labor, sleep quality, personality traits, and job satisfaction investigation involving 864 healthcare professionals. Information regarding job performance was obtained from human resources records. The findings indicate that sleep problems the relationship between surface acting and job performance, while partially mediating the association between surface acting and job satisfaction. The study further revealed that ce traits serve as moderators between surface acting and sleep problems. Individuals with low agreeableness and high neuroticism were more adversely affected. However, individuals extraversion exhibited a stronger correlation between high levels of deep acting and low levels of sleep problems. The research suggests the provision of comprehensive training in d enhance emotional regulation and provides supervisors with valuable insights into managing emotional labor in the workplace (Schroeder, 2021). Overall, this study contributes signi into how personality traits, sleep problems, and emotional labor interact to impact job performance and job satisfaction. RATIONALE

The service sector, characterized by its direct interaction with customers, places a significant emphasis on the emotional component of work. Employees are often required to mana emotions to meet the expectations of their roles, a process known as emotional labor. While emotional labor can enhance service quality and customer satisfaction, it can also lead exhaustion if not properly managed. Therefore, understanding the determinants of emotional labor and its impact on employees is crucial for promoting employee well-being and o effectiveness. emotional intelligence and emotional exhaustion are two key factors that have been identified in the literature as significant determinants of emotional labor. “Emotion the ability to perceive, understand, manage, and use emotions effectively, can facilitate the performance of emotional labor by promoting deep acting, or the expression of genuinel On the other hand, “emotional exhaustion”, a state of feeling emotionally overextended and drained, can hinder the performance of emotional labor by promoting surface acting, or of genuine emotions and display of inauthentic ones. Despite the theoretical links between these variables, empirical research examining the interplay between “emotional intelligen exhaustion”, and emotional labor in the service sector is limited. Moreover, the mechanisms through which emotional intelligence and emotional exhaustion influence emotional lab potential moderating or mediating factors, remain largely unexplored.

This study aims to fill this gap in the literature by empirically examining the relationships between “emotional intelligence”, “emotional exhaustion”, and emotional labor in the service

to provide a more nuanced understanding of the emotional dynamics in the service sector and the factors that influence the performance of emotional labor. The findings of this stu

strategies to enhance emotional intelligence and manage emotional exhaustion among service sector employees, thereby improving their ability to perform emotional labor and en

quality. Therefore, the rationale for this study lies in its potential to contribute to the understanding of emotional labor in the service sector and inform practical strategies to promot

being and organizational effectiveness. It is hoped that this study will stimulate further research in this important area and contribute to the development of a more comprehensive a

understanding of emotional labor.

OBJECTIVES OF THE STUDY

- To study the impact of emotional intelligence on emotional labor.
- To study the impact of emotional exhaustion on emotional labor.
- To study the interactive effect of emotional intelligence and emotional exhaustion on emotional labor.
- To broaden the scope of research and develop a base for applying the results into practice in terms of the study’s ramifications.

RESEARCH METHOD

The Study: The present study is exploratory research.

The Sample: The sample of the study will comprise of 500 respondents from employees working in the service sector from Madhya Pradesh.

The Design a) Independent Variables: i. Emotional Intelligence ii. Emotional Exhaustion b) Dependent Variable i. Emotional Labor Emotional Intelligence Emotional Exhaustion High L B

C D

Quadrants represented in 2x2 Matrix Design. Quadrant A: emotional labor scores of employees with High emotional intelligence and High emotional exhaustion Quadrant B: emotio

of employees with Low emotional intelligence and High emotional exhaustion Quadrant C: emotional labor scores of employees with High emotional intelligence and Low emotion

Quadrant D: emotional labor scores of employees with Low emotional intelligence and Low emotional exhaustion

Hypotheses Based on review of literature and past studies, the following hypotheses are formulated for this study through empirical investigation. H01: There is no significant impact

intelligence on emotional labor of employees. H02: There is no significant impact of emotional exhaustion on emotional labor of employees. H03: There is no significant interactive emotional intelligence and emotional exhaustion on the emotional labor of employees.

The Tools For Independent Variables I. Tools used for Data Collection a) Emotional Intelligence: Standardized scale proposed by Schutte et al., (1998). It is called the emotional intelli

Emotional Exhaustion: Standardized scale proposed by Maslach, (1982) will be used to measure “emotional exhaustion”. It is called the MBI-GS scale. c) d)

e) For Dependent Variable: a) Emotional Labor: The data for this study will be mainly collected through survey method. A well-structured and close ended questionnaire proposed b Lee, 2003) will be used to measure emotional labor. It is called the emotional labor Scale (ELS).

II. Tools for Data Analysis: The analysis of collected data was carried out using MS Excel and Statistical Package for Social Science. The t-test will be applied to test the inter-cell differ independent and dependent variable. Two Way ANOVA test will be applied to find the interactive impact of emotional intelligence and emotional exhaustion on emotional labor. EXPECTED OUTCOME The study titled "Emotional Intelligence and Emotional Exhaustion as Determinants of Emotional Labor: A Study of the Service Sector in MP" sheds light on th implications of emotional intelligence and emotional exhaustion on the emotional labor experienced by individuals working in the service sector in Madhya Pradesh (MP).

Firstly, the findings of the study contribute to the understanding of emotional intelligence role in emotional labor. emotional intelligence refers to the ability to perceive, understand, emotions effectively. The study suggests that individuals with higher emotional intelligence are better equipped to handle the emotional demands of their job, resulting in reduced “e exhaustion”. This implies that organizations should consider incorporating emotional intelligence training programs for their employees, as it can potentially enhance their ability to m emotions and decrease “emotional exhaustion”. Secondly, the study shall highlight the detrimental effects of emotional exhaustion on emotional labor. “Emotional exhaustion”, a sta drained or depleted due to excessive emotional demands, can negatively impact the quality of service provided by employees. The study emphasizes the need for organizations to re address emotional exhaustion among their employees to ensure their well-being and overall job performance.

Moreover, the study's focus on the service sector in Madhya Pradesh provides valuable insights specific to this region. It highlights the unique challenges faced by service sector emp emphasizes the importance of considering local context while designing interventions to enhance emotional intelligence and mitigate “emotional exhaustion”. Overall, this study em significance of emotional intelligence in managing emotional labor and the detrimental consequences of “emotional exhaustion”. The findings call for attention from both researche practitioners to develop strategies and interventions that promote emotional well-being, enhance “emotional intelligence”, and effectively manage emotional labor in the service sec REFERENCES Ackley, D. (2016). Emotional intelligence: A practical review of models, measures, and applications. Consulting Psychology Journal: Practice and Research, 68(4), 269– N. N. A. N., Bashir, F., & Batool, N. (2020). Impact of emotional intelligence on emotional labor and employees job performance behavior. Int. Rev. Manag. Bus. Res, 9(4), 148-164. Are Morin, A. J. (2016). Relations between teachers’ emotional exhaustion and students’ educational outcomes. Journal of Educational Psychology, 108(6), 800. Arnold, K. A., Connelly, C M., & Martin Ginis, K. A. (2015). Leadership styles, emotion regulation, and burnout. Journal of Occupational Health Psychology, 20(4), 481. Brady, K. J., Ni, P., Sheldrick, R. C., Trockel, T. D., Rowe, S. G., ... & Kazis, L. E. (2020). Describing the “emotional exhaustion”, depersonalization, and low personal accomplishment symptoms associated with Maslach Burnout In scores in US physicians: an item response theory analysis. Journal of patient-reported outcomes, 4, 1-14. Brotheridge, C. M., & Lee, R. T. (2003). Development and validation of the e scale. Journal of occupational and Organizational Psychology, 76(3), 365-379. Goswami, K., & Mahanta, M. (2021). Exploring the role of emotional labor and job autonomy in the rela emotional intelligence and job performance. International Management Review, 17(1), 26-38. Grandey, A. A., & Gabriel, A. S. (2015). emotional labor at a crossroads: Where do we go Annu. Rev. Organ. Psychol. Organ. Behav., 2(1), 323-349. Jeung, D. Y., Kim, C., & Chang, S. J. (2018). emotional labor and burnout: A review of the literature. Yonsei medical journal, 5 Karimi, R., Zawawi, D., Aziz, Y. A., & Krauss, S. E. (2020). The antecedent and consequence of emotional labor among frontline employees in Malaysian hotels. International Journal of Research in Business and Social Sciences, 10(16), 317-331. Maslach, C., & Florian, V. (1988). Burnout, job setting, and self-evaluation among rehabilitation counselors. Rehabilitation P 85. Rafiq, N., Abbasi, A. S., Ali Sair, S., Mohiuddin, M., & Munir, I. (2020). emotional labor and its association with emotional exhaustion through cultural intelligence. Transnational Corp 12(4), 392-405. Schutte, N. S., Malouff, J. M., Hall, L. E., Haggerty, D. J., Cooper, J. T., Golden, C. J., & Dornheim, L. (1998). Development and validation of a measure of “emotional int Personality and individual differences, 25(2), 167-177. Serrat, O., & Serrat, O. (2017). Understanding and developing “emotional intelligence”. Knowledge solutions: Tools, methods, and drive organizational performance, 329-339. Yeh, S. C. J., Chen, S. H. S., Yuan, K. S., Chou, W., & Wan, T. T. (2020). emotional labor in health care: the moderating roles of personality a role of sleep on job performance and satisfaction. Frontiers in Psychology, 11, 574898. Yoo, J., & Jeong, J. (2017). The effects of emotional labor on work engagement and boundary creativity. Asia Pacific Journal of Innovation and Entrepreneurship, 11(2), 214-232. Zhang, Y., Tsang, K. K., Wang, L., & Liu, D. (2022). emotional labor mediates the relationship betwee and teacher burnout: an examination on gender difference. Sustainability, 14(4), 2260.

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PROPOSED CHAPTER OUTLINE Chapter 1: CONCEPTUAL FRAMEWORK Chapter 2: REVIEW OF LITERATURE Chapter 3: RESEARCH METHOD Chapter 4: RESULTS Chapter 5: DISCU

6: SUMMARY, CONCLUSION AND SUGGESTIONS Chapter 7: IMPLICATIONS REFERENCES APPENDICES 3